

**046 Hudson Hospital & Clinics**  
 405 Stageline Road  
 Hudson, WI 54016  
 715-531-6000

Fiscal Year: 01/01 to 12/31  
 Type: GMS  
 Critical Access Hospital  
 Control: Other Not-For-Profit

County: Saint Croix  
 Analysis Area: West Central (5A)  
 Volume Group: 4

Selected Utilization Statistics	FY 2021	All GMS Hospitals		Analysis Area 5A		Volume Group 4		FY 2021 vs. 2020	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2020	Ratio
<b>Occupancy Rate (%)</b>									
Adult Medical-Surgical	38.4%	57.9%	0.66	49.7%	0.77	42.2%	0.91	28.3%	1.36
Obstetrics	45.9%	36.8%	1.25	28.0%	0.12	19.9%	2.31	44.7%	1.03
Pediatrics	0.0%	59.6%	N/A	0.0%	N/A	0.0%	N/A	0.0%	N/A
Total Hospital	40.6%	58.7%	0.69	50.3%	0.81	42.0%	0.97	33.1%	1.23
<b>Average Census (Patients)</b>									
Adult Medical-Surgical	6.5	26.8	0.24	11.9	0.55	12.3	0.53	4.8	1.36
Obstetrics	3.2	4.8	0.66	2.0	1.63	1.4	2.31	3.1	1.03
Pediatrics	0.0	1.5	N/A	0.0	N/A	0.0	N/A	0.0	N/A
Total Hospital	9.7	49.8	0.20	18.8	0.52	19.1	0.51	7.9	1.23
<b>Average Length of Stay (Days)</b>									
Adult Medical-Surgical	3.7	4.6	0.81	4.2	0.89	3.8	0.98	2.7	1.40
Obstetrics	2.1	2.4	0.84	2.2	0.95	2.1	1.00	2.3	0.91
Pediatrics	0.0	3.8	N/A	0.0	N/A	2.0	N/A	0.0	N/A
Total Hospital	2.9	4.9	0.60	4.4	0.67	4.0	0.73	2.5	1.18
<b>Surgical Operations</b>									
Inpatient	233	1,037	0.22	390	0.60	334	0.70	274	0.85
Outpatient	1,406	3,865	0.36	2,637	0.53	2,451	0.57	1,219	1.15
Inpatient as % of All Surgeries	14.2%	21.2%	0.67	12.9%	1.10	12.0%	1.19	18.4%	0.77
<b>Outpatient Visits</b>									
Non-Emergency Visits	48,075	145,246	0.33	85,077	0.57	76,359	0.63	33,493	1.44
Emergency Visits	10,454	16,058	0.65	8,132	1.29	11,733	0.89	8,931	1.17
<b>Full-Time Equivalents (FTEs)</b>									
Administrators	11.0	19.0	0.58	10.7	1.02	12.6	0.88	27.6	0.40
Nurses, Licensed	76.8	247.5	0.31	127.1	0.60	121.7	0.63	75.7	1.01
Ancillary Nursing Personnel	14.5	40.3	0.36	20.5	0.71	21.5	0.68	19.7	0.74
All Other Personnel	161.4	496.2	0.33	291.6	0.55	244.0	0.66	128.9	1.25
Total FTEs	263.7	803.0	0.33	450.0	0.59	399.8	0.66	251.9	1.05
<b>FTEs per 100 Patient Census (Adjusted)</b>									
Administrators	22.4	13.0	1.73	14.3	1.56	14.8	1.51	76.4	0.29
Nurses, Licensed	156.6	168.4	0.93	169.5	0.92	143.7	1.09	209.9	0.75
Ancillary Nursing Personnel	29.6	27.4	1.08	27.3	1.08	25.4	1.17	54.7	0.54
All Other Personnel	329.0	337.6	0.97	388.8	0.85	288.0	1.14	357.1	0.92
Total FTEs	537.7	546.4	0.98	599.9	0.90	471.8	1.14	698.0	0.77

<b>Total Hospital:</b>		<b>Contract with:</b>		<b>Medicare-certified Swing Beds:</b>		<b>Newborn Nursery:</b>	
Beds Set Up & Staffed	24	Health Maintenance Organization (HMO)	Yes	Average Beds Used	2	Bassinets	6
Discharges	1,214	Preferred Provider Organization (PPO)	Yes	Discharges	91	Total Births	552
Inpatient Days	3,555			Inpatient Days	1,334	Newborn Days	957

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Inpatient Service Area	Level of Service*	Beds Set Up & Staffed 12/31/2021	Discharges & Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
<b>General Medical-Surgical</b>							
Adult Medical-Surgical, Acute	1	17	643	2,381	38.4%	6.5	3.7
Orthopedic	2	0	0	0	0.0%	0.0	0.0
Rehabilitation & Physical Medicine	3	0	0	0	0.0%	0.0	0.0
Hospice	2	0	0	0	0.0%	0.0	0.0
Acute Long-Term Care	3	0	0	0	0.0%	0.0	0.0
Other Acute	3	0	0	0	0.0%	0.0	0.0
<b>Pediatric, acute</b>	2	0	0	0	0.0%	0.0	0.0
<b>Obstetrics</b>	1	7	571	1,174	45.9%	3.2	2.1
<b>Psychiatric</b>	3	0	0	0	0.0%	0.0	0.0
<b>Alcoholism/chemical dependency</b>	3	0	0	0	0.0%	0.0	0.0
<b>ICU/CCU</b>							
Medical-Surgical Intensive Care	3	0	0	0	0.0%	0.0	0.0
Cardiac Intensive Unit	5	0	0	0	0.0%	0.0	0.0
Pediatric Intensive Care	5	0	0	0	0.0%	0.0	0.0
Burn Care	3	0	0	0	0.0%	0.0	0.0
Mixed Intensive Care	3	0	0	0	0.0%	0.0	0.0
Step-Down (Special Care)	3	0	0	0	0.0%	0.0	0.0
Neonatal Intensive/Intermediate Care	5	0	0	0	0.0%	0.0	0.0
Other Intensive Care	3	0	0	0	0.0%	0.0	0.0
<b>Subacute care</b>	3	0	0	0	0.0%	0.0	0.0
<b>Other inpatient</b>	3	0	0	0	0.0%	0.0	0.0

Note: data should be used only in rows; do not summarize columns.

\*\* Transfers, which may be estimated, refer only to those between units.

\* 1 = Provided-Distinct Unit, 2 = Provided-Not Distinct Unit, 3 = Available in Network

4 = Contracted, 5 = Service Not Provided

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
Administrators/Assistant Administrators	11	1	11.0	Surgical Personnel	7	12	12.4
Physicians & Dentists	0	0	0.0	Radiological Services Personnel	7	13	12.3
Medical & Dental Residents	0	0	0.0	Sonographers	0	0	0.0
Dental Hygienists	0	0	0.0	Respiratory Therapists	3	2	3.6
Registered Nurses	41	69	76.8	Occupational Therapists	0	0	0.0
Certified Nurse Midwives	0	0	0.0	Occupational Therapy Assistants/Aides	0	0	0.0
Licensed Practical Nurses	0	0	0.0	Physical Therapists	3	8	6.0
Ancillary Nursing Personnel	5	21	14.5	Physical Therapy Assistants/Aides	0	0	0.0
Medical Assistants	7	3	9.5	Recreational Therapists	0	0	0.0
Physician Assistants	0	0	0.0	Dietitians & Nutritionists	5	15	11.9
Nurse Practitioners	0	0	0.0	Psychologists	0	0	0.0
Certified Registered Nurse Anesthetists	0	0	0.0	Social Workers	0	1	0.9
Clinical Nurse Specialists	0	0	0.0	All Other Health Professionals	46	28	59.4
Health Info Mgmt-Administrators/Technicians	0	0	0.0	All Other Personnel	23	7	24.9
Pharmacy Personnel	7	9	13.0				
Clinical Laboratory Personnel	3	5	7.7	<b>Total</b>	<b>168</b>	<b>194</b>	<b>263.7</b>

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Selected Financial Statistics	FY 2021	All GMS Hospitals		Analysis Area		Volume Group		FY 2021 vs. 2020		
		Value	Ratio	5A Value	Ratio	4 Value	Ratio	FY 2020	Ratio	
<b>Gross Revenue as % of Total Gross Patient Revenue</b>										
Medicare	\$62,500,205	41.8%	46.6%	0.90	50.7%	0.82	49.5%	0.84	39.4%	1.06
Medical Assistance	\$17,308,975	11.6%	14.4%	0.80	12.0%	0.96	13.2%	0.88	11.3%	1.03
Commercial	\$66,416,175	44.4%	33.9%	1.31	32.9%	1.35	33.6%	1.32	46.5%	0.96
All Other	\$3,383,479	2.3%	5.1%	0.45	4.5%	0.51	3.7%	0.60	2.8%	0.80
<b>Deductions as % of Total Gross Patient Revenue</b>										
Medicare	\$39,067,748	26.1%	35.2%	0.74	33.4%	0.78	35.9%	0.73	24.1%	1.08
Medical Assistance	\$11,301,823	7.6%	11.1%	0.68	8.6%	0.87	10.4%	0.73	7.1%	1.06
Commercial	\$29,159,492	19.5%	14.9%	1.30	10.0%	1.95	13.9%	1.41	20.1%	0.97
Charity Care	\$300,344	0.2%	0.7%	0.28	0.6%	0.34	0.8%	0.27	0.5%	0.38
Bad Debt	\$1,534,714	1.0%	1.0%	1.01	1.1%	0.90	1.3%	0.79	1.4%	0.75
All Other	\$2,862,427	1.9%	2.8%	0.68	2.7%	0.72	2.3%	0.83	2.3%	0.83
Total Deductions	\$84,226,548	56.3%	65.8%	0.86	56.4%	1.00	64.5%	0.87	55.6%	1.01
<b>Other Revenue &amp; Net Gains or Losses</b>										
Other Revenue as % of Total Revenue	8.4%	6.5%	1.30	5.6%	1.50	7.3%	1.16	13.6%	0.62	
Net Gains/Losses as % of Net Income	12.3%	29.4%	0.42	37.6%	0.33	21.5%	0.57	24.2%	0.51	
<b>Expenses as % of Total Expenses</b>										
Salary/Fringe Benefits	\$26,565,600	44.9%	42.4%	1.06	50.5%	0.89	44.5%	1.01	42.1%	1.07
Supplies & Services	\$28,962,788	49.0%	51.3%	0.95	44.3%	1.10	48.6%	1.01	51.4%	0.95
Capital Component	\$3,603,810	6.1%	6.2%	0.98	5.1%	1.18	6.9%	0.88	6.5%	0.93
<b>Fiscal Statistics</b>										
Operating Margin (%)	17.2%	10.4%	1.65	9.6%	1.79	13.9%	1.24	8.4%	2.04	
Total Hospital Net Income (%)	19.1%	14.1%	1.35	14.5%	1.32	17.0%	1.12	10.8%	1.77	
Return on Equity (%)	13.1%	6.3%	2.08	2.4%	5.47	13.1%	1.00	7.1%	1.85	
Current Ratio	2.8	4.1	0.67	2.7	1.02	4.4	0.62	2.0	1.37	
Days in Net Patient Accounts Receivable	40.1	87.5	0.46	250.3	0.16	43.9	0.91	42.1	0.95	
Average Payment Period	98.4	89.9	1.10	256.1	0.38	61.1	1.61	111.4	0.88	
Equity Financing (%)	78.6%	64.7%	1.21	51.4%	1.53	78.9%	1.00	71.0%	1.11	
Long-Term Debt to Equity Ratio	0.1	0.3	0.22	0.7	0.11	0.1	0.56	0.1	0.59	
Times Interest Earned	41.4	21.0	1.97	45.6	0.91	25.9	1.60	16.6	2.50	
Total Asset Turnover	0.7	0.4	1.57	0.2	4.30	0.7	0.90	0.6	1.05	
Average Age of Plant (Years)	15.9	17.1	0.93	51.5	0.31	10.3	1.54	14.6	1.09	
Increase (Decrease) Total Net Patient Revenue	20.6%	12.7%	1.61	13.4%	1.53	14.2%	1.45	-6.1%	N/A	
Outpatient Gross Revenue (% of Total GPR)	80.5%	64.9%	1.24	75.1%	1.07	76.7%	1.05	78.2%	1.03	
<b>Net Revenue Statistics</b>										
Inpatient Net Revenue per Discharge	\$12,781	\$18,658	0.69	\$16,496	0.77	\$12,297	1.04	\$11,772	1.09	
Inpatient Net Revenue per Day	\$3,351	\$3,656	0.92	\$3,511	0.95	\$2,830	1.18	\$3,631	0.92	
Outpatient Net Revenue per Visit	\$857	\$781	1.10	\$874	0.98	\$806	1.06	\$973	0.88	

Income Statement		Assets		Liabilities & Fund Balances	
Gross Patient Revenue (GPR)	\$149,608,836	Cash & Cash Equivalents	\$33,224,482	Current Liabilities	\$15,111,789
Less Deductions	\$84,226,548	Net Patient Receivables	\$7,188,680	Long-Term Debt	\$6,025,196
Net Patient Revenue	\$65,382,288	Other Receivables	\$222,150	Other Liabilities	\$1,634,071
Plus Other Revenue	\$5,991,986			Subtotal	\$22,771,056
Total Revenue	\$71,374,274	Land, Buildings & Equipment (Net)	\$34,249,625	Unrestricted Fund Balance	\$83,450,448
Less Expenses	\$59,132,198	Other Assets	\$31,336,567	Restricted Fund Balance	\$5,134,828
Non-Operating Gains/Losses	\$1,723,316			Total Liabilities & Fund Balance	\$106,221,504
Net Income	\$13,965,393	Total Assets	\$106,221,504		